

## A DAY IN THE LIFE OF JUSMMAT

By

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Although the day officially begins at 0800, some people start arriving at JUSMMAT as early as 0630. A smart salute from the Turkish guards at the front entrance, a few Merhaba's (hello's) and Nasilsiniz's (how are you's) to Turkish friends and employees, and the day is under way. We are a community of U.S. and Turkish Army, Navy, Air Force and civilian employees. We are a family. We work together, play together, and sometimes we argue and complain. But we share common experiences and common goals. Underlying everything else is the fundamental knowledge that the Americans here really like the Turks, and the Turks really like the Americans. We are welcome in their country, in their homes, and in their hearts. So we work hard because the work is important. It is not training or contingency-based. It is "real-world," and what we are doing will make a difference. This attitude permeates each section.

### Army Section

While the first pot of coffee is still perking, the day's activity begins in the Army Section (ARS). The IBM personal computer whirs to life with logistics information and other data formulated by U.S. personnel to help their Turkish counterparts track thousands of items related to tank modernization, helicopter assembly, weapons systems, publications, munitions, and the myriad other parts which, when assembled, make up any army.

Close liaison with our Turkish counterparts spells success, and anything less portends failure. Thus, telephone calls and trips to and from the Headquarters, Turkish Land Forces Command (TLFC), are an integral part of each day.

Today, the Chief of the Tank Modernization Office, LTC Ed Bennett, and his Turkish Liaison Officer, LTC Armagan Alpan, will spend the day at Arifiye, one of two sites where 1950s-vintage tanks are being upgraded to M48A5s. Bennett's job is to help the Turks keep this important coproduction/co-assembly project on schedule and to ensure quality control. Of course, he is also responsible for helping the Turks with everything else related to the new tanks--details such as obtaining maintenance and training publications, training tank instructors and crews, and insuring that, when the tanks are fielded, the required logistics will be in place. Bennett and his people are tank experts. If they were not, they would be of little help to either JUSMMAT or the Turks.

Major Barry Jelinski received a call last night that General Saltik, TLFC Commander, would like a briefing on our initial concept plan for their artillery modernization. Jelinski is the ARS artillery expert. During the

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Cooperation projects and meetings. He also serves as the focal point for military-to-military agreements.

MG Pendleton also wears a fourth hat, that of U.S. Country Representative. As such, he is the single point of contact with the Turkish government and the U.S. Diplomatic Mission in matters relating to the exercise of criminal jurisdiction over all U.S. DOD personnel and their dependents in Turkey.

### Security Assistance

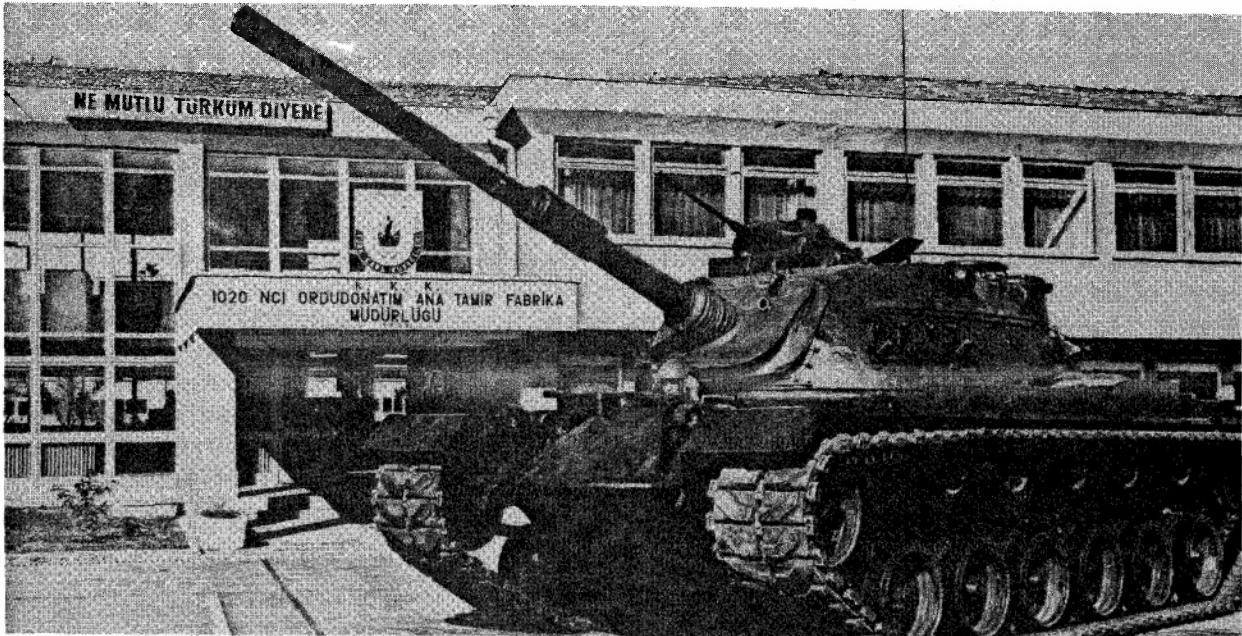
The U.S. Security Assistance Program in Turkey consists of a variety of related activities.

a. The Foreign Military Sales (FMS) and Military Assistance Program (MAP). These programs are designed to help Turkey make significant progress in modernizing and replacing aging military equipment by building on the progress achieved in past years. The most important programs financed by FMS and MAP are: the F-16C/D aircraft procurement and joint production program; the continuation of the M48A5 tank modernization program; the purchase of U.S. equipment for the new Turkish frigates; the purchase of improved TOW, TOW-2, and other munitions; helicopter and artillery acquisition; and support for operations and maintenance. In FY85, FMS credits amount to about \$485 million and MAP grants are \$215 million, for a total of \$700 million.

b. International Military Education and Training (IMET). The IMET program provides professional education to the future leaders of the Turkish armed forces. It also serves to develop the skills required for the effective operation and maintenance of equipment acquired from the United States and assists Turkey in developing its own training capabilities. Additionally, IMET aids the Turkish armed forces in developing expertise in systems needed for the modernization and effective management of the Turkish defense establishment. The most important IMET programs are Professional Military Education (PME), flight and related training, communications and electronics, maintenance, and language training. The FY85 IMET program for Turkey is about \$3.1 million. [An expanded discussion of these security assistance activities is provided in the following related article, "A Day in the Life of JUSMMAT."]

From all of this we can see that Turkey is a country with a rich history, which currently is devoting its energies to building a strong and meaningful future. The United States, in recognition of Turkey's importance as an ally and as a stabilizing influence in this part of the world, is investing in Turkey's future. Our job at JUSMMAT is to help the Turkish Armed forces and United States government get the most return on that investment.

evening, he put together the briefing slides and briefing materials he was going to need. Upon arrival, he finds that most of the TLFC general officers are assembled for what he had believed would be a small, informal briefing. His briefing will help the Turks make key decisions regarding the weapons systems they will commit themselves to in the future.



Turkish Land Forces are upgrading their older tanks to the M48A5T1 at the Kauseri Tank Production Plant.



The M-107mm gun, phased out of the U.S. Army inventory, continues in use in Turkey.

Elsewhere in the ARS, there is little slack time. There are English Level Comprehension tests to be administered to Turks hoping to be selected for various IMET training courses in the United States; and there are interviews and assistance to be provided to others who have already been selected. There is also the constant battle to obtain student quotas for other needed courses.

This afternoon, a meeting of the Joint Chemical Working Group is scheduled. This working group, in which Turks and Americans work together to improve certain functional area deficiencies, is one of many which were recently established by JUSMMAT.

There will also be an ARS meeting with one or two U.S. commercial representatives who are trying to make arrangements with the Turks to procure or jointly produce various types of military equipment--everything from major weapons systems to batteries. JUSMMAT's role here is not to help them sell their wares, but rather to learn all we can about the systems being discussed so that we can assist the Turks in their acquisition decisions.

An action officer from TLFC just phoned and requested a meeting to discuss the modernization of TLFC's 155mm towed artillery fleet--a \$50 million program. Representatives of the Ministry of National Defense will also attend the meeting.

These are today's major concerns. But ARS personnel will also be working to resolve literally hundreds of "routine" problems and tasks. How can we speed up delivery of replacement parts? What can we do to improve publications problems? How can we get better chemical protective gear? The daily logistics functions managed by ARS are considerable. The security assistance program for TLFC averages more than 5,000 active requisitions per quarter. ARS personnel continuously coordinate with the U.S. Army Security Assistance Center (USASAC) and various other organizations in the U.S. Army's Wholesale Logistics System to insure an effective program. ARS supervises the System Support Buy Out program to insure that TLFC's future requirements for items being phased out of the U.S. Army inventory are identified and actions are taken to requisition these items within required timeframes. ARS also serves as the point of contact for the passage of information between TLFC and the U.S. logistical system on such matters as defective equipment, articles from various publications, and changes in procedures affecting TLFC's operations. In addition, ARS personnel maintain accurate records and assess the fiscal status of the large TLFC FMS program, consisting of an average of 130 active cases and totalling about \$225 million.

#### Navy Section

Navy Section personnel today are working on the same type of problems as those of ARS, as they pertain to the Turkish Navy: IMET, logistics, weapons systems, training problems, and helping the Turks get the greatest benefit from each security assistance dollar. Major projects in the Navy Section include:

- a. Frigate Construction. This is a major Navy modernization program with U.S. participation designed to provide modern escorts.

b. Weapons System Improvement. This program centers on the Harpoon missile, with possible expansion to include subsurface and shore-launched systems. Other weapons programs involve air defense, and anti-submarine warfare.

c. Mine Warfare. Programs are being executed to increase the Turkish Navy's inventory of ex-USN naval mines, to maintain their operational readiness, and to upgrade the Navy's offensive and defensive mine warfare and mine countermeasures capabilities.

d. Shipyard Improvement and Modernization. This program is designed to improve the capability of the Golcuk Naval Shipyard to maintain the Navy's present ships, and to modernize it to permit the construction and maintenance of the new frigates.

Captain Lewis Diley, Chief Navy Section, is scheduled to meet today with officials from the American Embassy and the Turkish Naval Forces Command (TNFC) to discuss U.S. ship visits and repair facilities which can be made available in Turkey. There are many political and economic problems associated with these issues, and today's meeting is just one of many which will have to be conducted in the next several months.

LCDR Rex McCoy is the Navy Section's logistics plans and programs officer. One of his main jobs is to help develop and maintain five-year plans for the Turkish Navy. He is also heavily involved in the transfer of U.S. Navy ships to the Turkish Navy. Today, LCDR McCoy will be at Golcuk, the Turkish Navy ship repair facility. Much like Bennett at the tank factory, McCoy is involved in helping to improve all aspects of the repair facility.



Much of the Turkish Navy is comprised of ships of U.S. origin, such as this destroyer of Korean War vintage.

Commander Doug Hiatt is the Navy Section's frigate expert, and the frigate is one of the Turkish Navy's biggest modernization and coproduction projects. Today, in addition to working on projects related to the frigates and Harpoon missiles, he will attend the Joint Air Defense Working Group meeting. His function is to help improve the capabilities of surface vessels in air defense and to improve the tactical employment of surface units in Turkish air defense strategies.

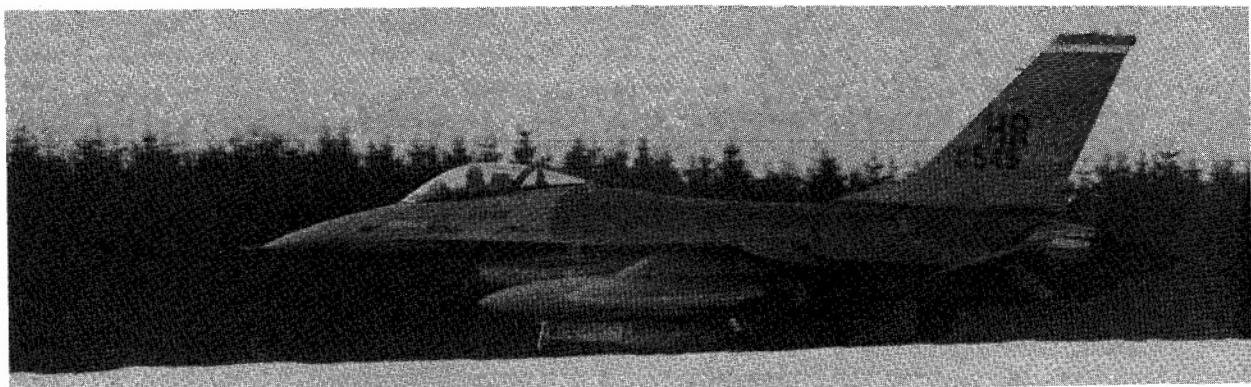
The Navy Section will also host its monthly Joint Training Working Group meeting today to discuss any problems which may exist in the IMET program and its many related training activities and requirements.

LCDR Dean Schilling is JUSMMAT's Naval Aviation expert. Today he is working with his Turkish Navy counterpart on developing design requirements and initiating procurement procedures to acquire a modern Maritime Patrol/Anti-Submarine Warfare (ASW) aircraft. He is also heavily involved in the Turkish Navy's ASW helicopter program.

W-2 (Gunner) Gary Williams will continue pursuing his primary mission in Turkey--helping to improve the Turkish Navy's mine warfare capabilities. And YNCS Trevor Nesbitt will perform some IMET and FMS case management functions for the Navy as were previously described for the Army. Again, these are only a few of the activities in which the Navy Section will be involved.

#### Air Force Section

At present, the main project for everyone in the Air Force Section (AFS) is the F-16C/D modernization/coproduction/co-assembly program. This \$4.2 billion project is the largest military modernization program in Turkey. The AFS training officer has to insure that training courses are programmed for the Turkish Air Force Command (TAFC) personnel who will be building, flying, and maintaining the F-16s. The FMS case officers have to insure that cases are opened to provide required publications and other support. The logistics officers have to insure that present and future supply requirements are developed and that appropriate procedures are implemented. Everyone in the AFS has a piece of the action. But there is more to the Air Force Section's job than just the F-16 aircraft program.



Under the F-16C/D Modernization Program, Turkey is coproducing and co-assembling F-16s similar to the above.

Colonel Don Box, Chief of the Air Force Section, will spend a good deal of the day working with the Reorganization and Modernization Program (REMO II). This \$200 million program is an example of TAFC's efforts to modernize its supply system and increase its in-country capability to manufacture and maintain items required for aircraft logistics support.

Lt Col Bill Moon's section provides budget and logistical support and advice to its Turkish counterparts. He plans, implements, and supervises the logistics portion of the security assistance programs for TAFC, with emphasis on the F-16. He is also involved in planning for follow-on spares support for existing Turkish aircraft.

Today, one of his officers, Major Scotty Oberschmidt, is actually flying a USAF F-4 in-country with a TAFC unit. He also assists them on matters relating to F-4 tactics, training, and operational planning.

Major Ken Wildung is the AFS Air Defense project officer. He will spend most of his day at TGS [the Turkish General Staff] coordinating on the Turkish Armed Forces Communications System (TAFICS). TAFICS is the backbone of the communications network for command and control of the armed forces air defense program.

Again, these are only a portion of the many programs and activities in which the Air Force Section participates daily.

#### Joint Programs Section

Basically, the Joint Programs Section (JPS) takes part in most of the same activities as each of the service sections; but, whereas each of those sections deals primarily with its Turkish service counterparts, JPS works mainly with the Turkish General Staff (TGS) which directs each of the Turkish service components, as well as the Ministry of National Defense and the American Embassy. JPS is responsible for the preparation and submission of the Annual Integrated Assessment of Security Assistance (AIASA), the Consolidated Data Report (CDR), and the Joint Strategic Planning Document Supporting Analysis (JSPDSA). JPS works closely with TGS to develop the Turkish five-year procurement plan, and also coordinates the service section IMET programs.

One of JPS's major projects is the Defense Industrial Cooperation (DIC) program. In the Winter (1984-85) edition of The DISAM Journal, former "JUSMMAter" LTC Dan Cronin, described DIC as "the 'quid' of the quid pro quo in U.S. relationships with host countries." He went on to describe DIC as:

. . . a pledge of both parties to cooperate in order to increase defense equipment production and maintenance capabilities within the host country. Both countries seek to facilitate the mutual flow of technological know-how in the field of defense research and development, and to expand the program of data exchange in defense technologies.

JPS coordinates the activities of DIC projects and is the JUSMMAT project office for the semi-annual DIC meeting held alternately in Ankara and Washington, DC.

### Operations Directorate

For the most part, the Operations Directorate implements Chief JUSMMAT's responsibilities as USCINCEUR Contact Officer, Turkey. Colonel Joe Lukitsch, the Director, serves as the principal staff advisor to MG Pendleton on all defense matters other than Foreign Military Sales and Security Assistance. His Projects and Agreements Section conducts and supports negotiations and interpretations of all bilateral defense agreements between the United States and Turkey. The Operations Section participates in the preparation, coordination, and execution of selected country-wide contingency plans, and assists in NATO and bilateral planning for exercises to be conducted in Turkey or in which Turkey is a participant. The Operations Section also provides advice and guidance on a country-wide basis concerning the physical security of facilities and personnel, and monitors and briefs personnel on threat analysis. The Installations Section coordinates with the Government of Turkey for the approval of all U.S. DOD construction and communications programs in Turkey. It also monitors and assists in expediting the exchange of information required for NATO infrastructure programs, and coordinates country clearances for DOD personnel and equipment entering Turkey. One of the Operations Directorate's large projects involves coordinating the High Level Defense Group meetings. At these annual meetings, senior members of the U.S. and Turkish governments meet to discuss the status of ongoing projects and to help resolve major problems.

### The Judge Advocate

LTC Brad DeAustin, JUSMMAT's legal advisor, helps MG Pendleton execute his duties under the Country Representative hat. He also assists the Operations Directorate in negotiations and helps resolve other legal issues.

### Administrative and Logistics Directorate

If it does not involve operations or security assistance, it probably belongs to the Administrative and Logistics Directorate (ALD). ALD provides total support to the headquarters so everyone else can concentrate on the primary mission. ALD is responsible for budget preparation and execution, supply and logistics activities, personnel management and administration, the JUSMMAT security program, and morale activities, such as the JUSMMAT Physical Fitness Center, the professional library, the cooperative tape club, and Army and Air Force Exchange System facilities in the Headquarters building.

### The Command Section

Of course, tying all these myriad projects together is Chief JUSMMAT, MG Elmer D. Pendleton. Describing his day is like describing a whirlwind.

He will see a dozen or more action officers to be briefed on projects and to provide guidance on procedures. He will meet with the American Ambassador at least once and with senior members of the Ambassador's staff; and one or more meetings will be held with a senior member of the Turkish General Staff. Additionally, meetings may be held with visiting teams who arrive in Turkey to support major programs. It is a rare day when there is no high-level U.S. visitor (general officers, Congressmen, or government officials) to meet and brief. If there is no one on this particular day, you can be sure he is working with staff officers on two or three upcoming itineraries. Throw in a couple of working "socials" in the evening, add stacks of paperwork, and you come up with a very long and active day.

#### Day's End

That just about wraps it up. As you can see, its been a full day. Every day is. But its also been a meaningful and fulfilling day. We have worked closely with an important ally, and what we do today and every day makes a real difference. Maybe that is the definition of job satisfaction.